



# **IMPACT OF BPR & CUSTOMIZATION ON SUCCESS OF ERP IMPLEMENTATION**

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## Abstract

This study focused on the ERP implementation process which will lead to identification of organizational ERP expectations, the level of achievements, BPR and ERP customization. Most of the studies discussed about the BPR and customization as gap filling techniques and recommendations has been given to minimize the customization and change the processes according to the ERP. In this study I have tried to capture the organizational experiences on BPR and ERP customization along with their achievements.

The purpose of this research is to provide sufficient amount of findings on the main concerns of ERP implementation such as organizational expectations, Achievements, main reasons to fail and impact of BPR and ERP customization. The broader idea is to facilitate and educate the organizations which are planning to implement ERPs on the current practices and the most common issues faced during the implementations.

The research has been developed based on the findings of past literatures and the survey responses. Past literatures relevant to ERP CSFs, implementation methodologies, success/failure stories and vendor ERP models has been studied to gather the most common concerns for ERP implementation. Those findings have been further validated by my research through survey findings. I have distributed my survey questionnaire to organizations under both manufacturing and services sector. All filled questionnaire has been collected via Emails and analyzed using SPSS software.

Following significant findings were observed from the analysis:

- Five major ERP expectations has been identified and validated
  - o Interdepartmental integration
  - o End to End information tracking
  - o Up to date information
  - o Speed up the transactions
  - Cost reduction



- In general organizations are incapable of achieving their expectations
- Higher level of ERP customization while lower level of BPR
- Nine significant reasons for ERP failure
  - o Unavailability of expected ERP features
  - o The ERP product is not user friendly
  - o The ERP product is not customizable
  - o Inadequate senior management support for the ERP project.
  - o Senior management did not promote the ERP system among the next level of employees
  - o Employees were not educated during the ERP implementation
  - o Lack of motivation of employees to learn and practice the new ERP
  - o Employees ignored the ERP
  - o Poor organizational change management
- Identification of the impact of BPR and customization for those five major expectations.

Therefore this research will guide the organizations to understand the current ERP environment which will ultimately help them to define a successful ERP project approach.